



Our Strategic Plan



NAVY MEDICINE

Revised November 2002

Our Mission:

Our mission is Force Health Protection.

- We promote, protect and restore the health of our Sailors and Marines, families, retired veterans and all others entrusted to our care, anytime, anywhere.

Our Vision:

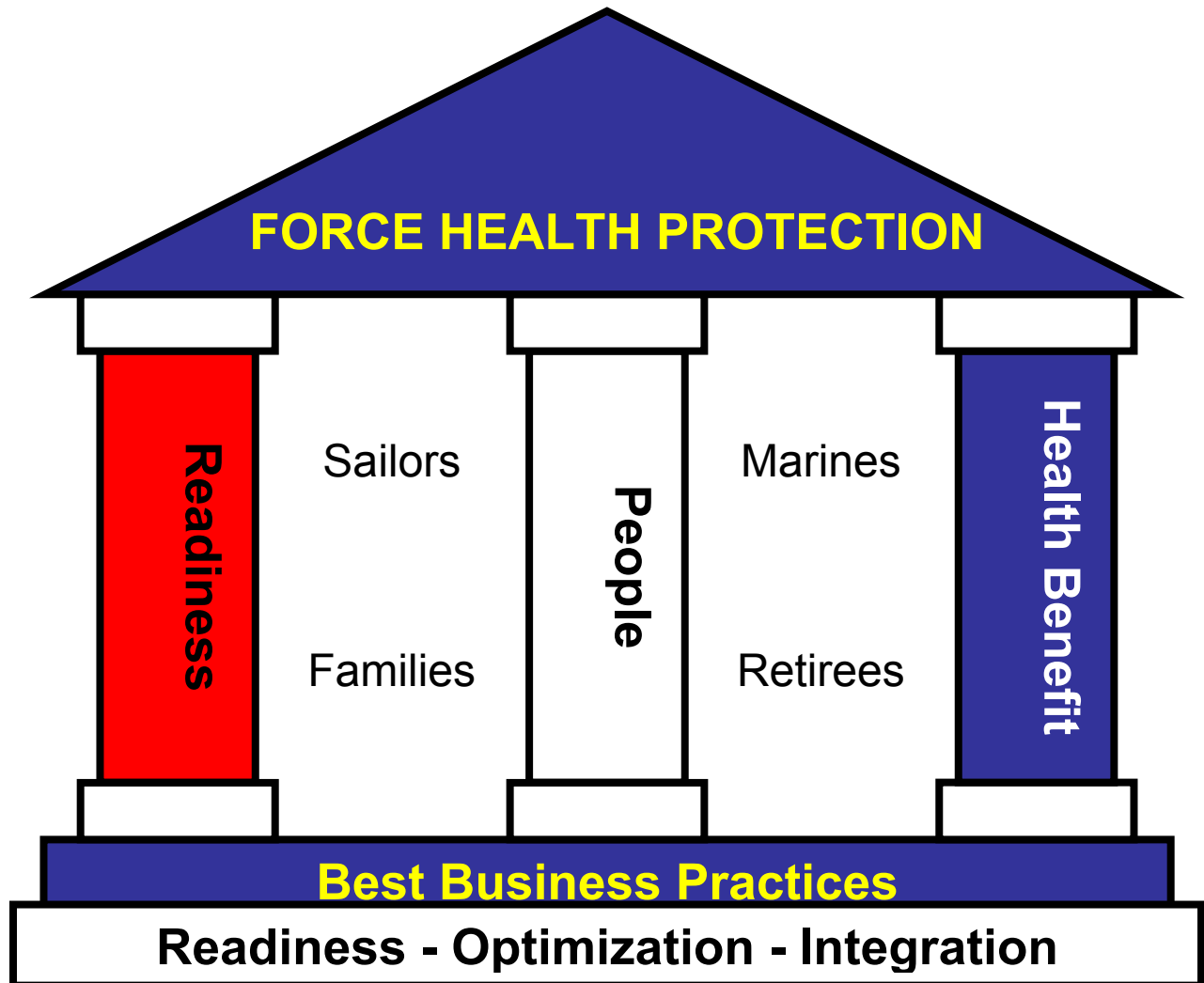
Navy Medicine will be the provider of choice by achieving superior performance in Health Services and Population Health.

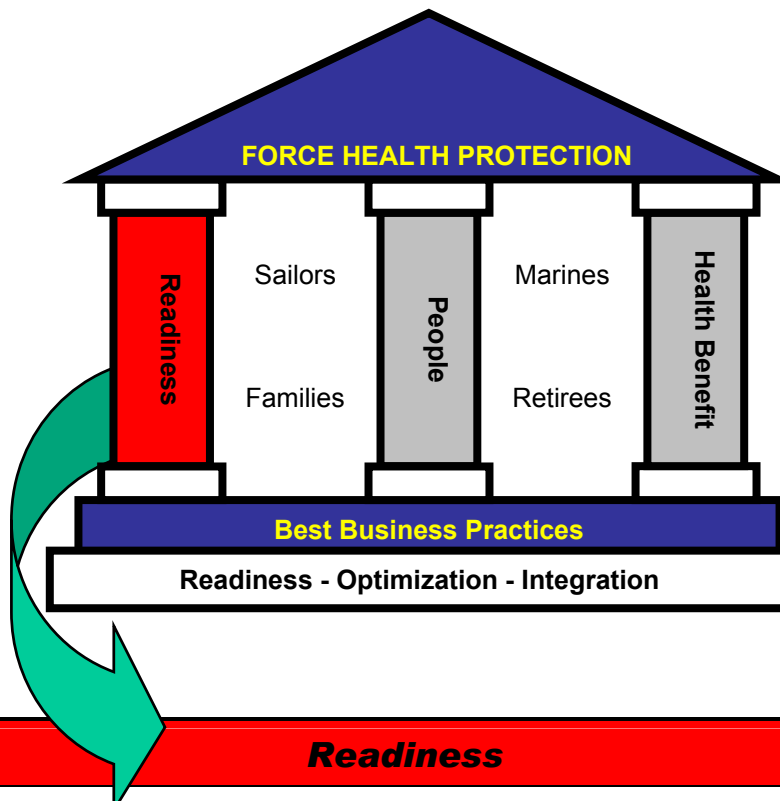
Our Guiding Principles

We believe:

- Navy's Core Values - HONOR, COURAGE, COMMITMENT - are the bedrock of Navy Medicine.
- Health to be a complete state of physical, mental, spiritual and social well being, not simply the absence of infirmity or disease.
- Force Health Protection is our expression of core values.
- Our business focus is: Readiness – Optimization – Integration (ROI).
- To achieve ROI we use sound business practices as well as the philosophy of continuous improvement in all the activities of our enterprise.
- Our people are our most important resource, and their dignity and worth are maintained through an atmosphere of service, professionalism, trust and respect.
- Education and research form the foundation of our future.
- Success is judged by our patients and customers.

Navy Medicine Strategic Structure





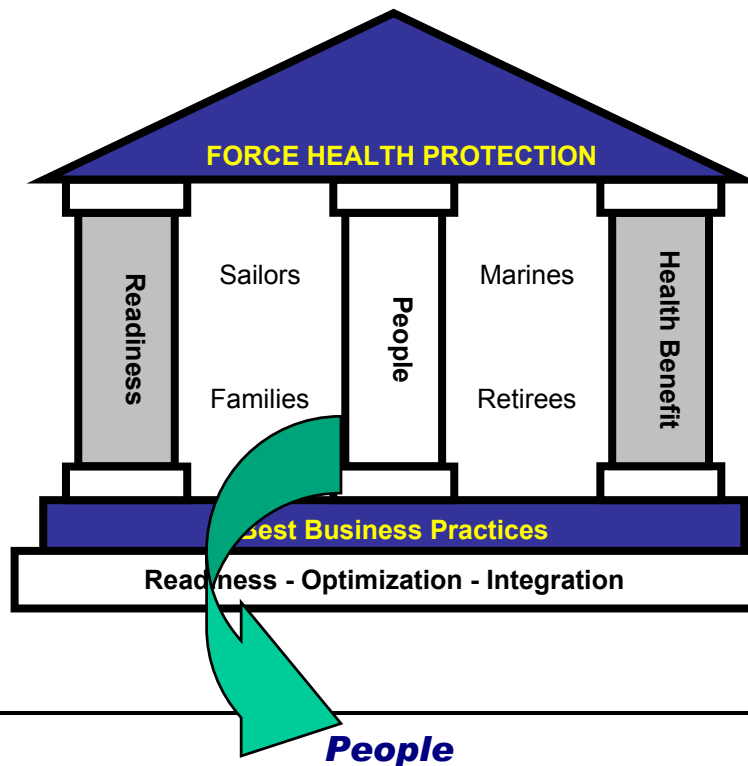
Readiness

As outlined in the DOD Medical Readiness Strategic Plan (MRSP), the military medical departments exist to support their combat forces in war; and in peacetime, to maintain and sustain the well being of the fighting forces in preparation for war. The medical departments must be prepared to respond effectively and rapidly to the entire spectrum of potential military operations - from major regional contingencies to Military Operations Other Than War (MOOTW)

Readiness to support wartime/contingency operations will require us to successfully accomplish several missions simultaneously. We must be able to identify the medical threat; develop medical organizations and systems to support potential combat scenarios; train medical units and personnel for their wartime roles. We must train non medical personnel in medical subjects; conduct medical research to discover new techniques and materiel to conserve fighting strength; and provide both preventive and restorative health care to the military force.

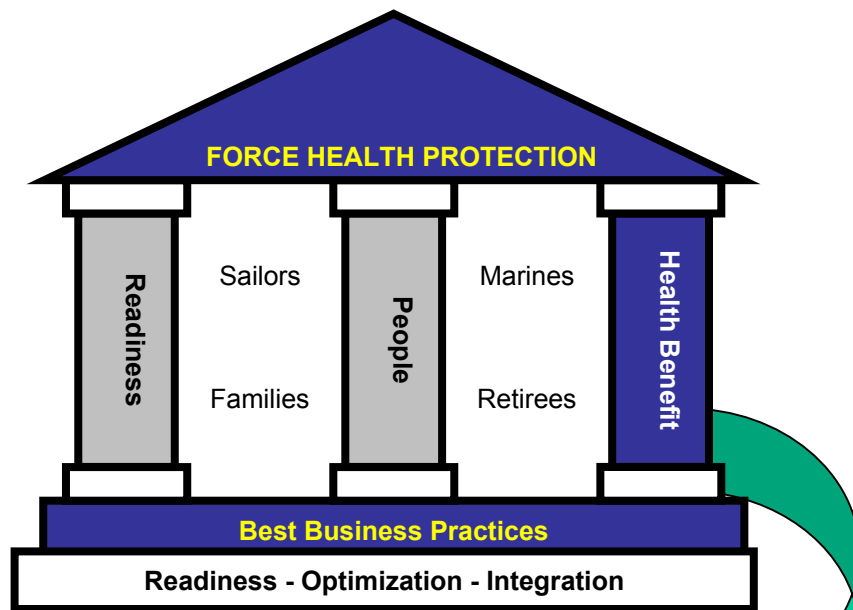
Force Health Protection is a strategy that maintains readiness by promoting a system of comprehensive quality health services that ensures our people are fit and healthy; that they are protected from hazards during deployment; and that when illness or injury intervenes, they are afforded state of the art casualty care.

Goals	Objectives
Optimize the health and fitness of the total force	<ul style="list-style-type: none"> • Military personnel have current health evaluations used to improve their health • Sailors and Marines are healthy and fit • Medical dispositions are timely and appropriate • Sailors and Marines have dental health • R&D focused on enhancing readiness through research, development, testing and evaluation of products to enhance the health, safety, and performance of the force
Minimize casualties through effective prevention and surveillance	<ul style="list-style-type: none"> • Military personnel have required immunizations that are properly documented • Personnel monitored and protected from preventable/predictable disease and injury • R&D is focused on drugs, vaccines, etc., and surveillance/evaluation of occupational and environmental risks to prevent or minimize casualties
Maximize readiness to deliver effective casualty care anywhere, every time	<ul style="list-style-type: none"> • Tier one deployable platforms are ready • Active and Reserve medical department personnel are administratively ready for their contingency roles • Active and Reserve medical department personnel are trained for contingency roles • R&D is focused on improving casualty care as indicated by efforts to deliver products which improve the effectiveness of first responders and to improve the effectiveness of delayed therapy to enhance long-term survival



People are critical to accomplishing Navy Medicine's mission. Their professional needs must be satisfied for Navy Medicine to be aligned and competitive. Their work environment must be challenging and supportive, providing clear objectives and valuing the contributions of all. Their commitment must be reinforced by effective communication, teamwork, respect, and outstanding leadership.

Goals	Objectives
Enhance Job Satisfaction and career development: Job satisfaction and career development are essential elements in recruiting, retention and development of a professional, career oriented Medical Department	<ul style="list-style-type: none"> Effective leadership and mentoring exists at all levels of the organization. Our personnel embrace the mission and understand their role in accomplishing it. Our personnel are satisfied with professional development, skill utilization and career progression. Navy Medicine will retain and attract talented and motivated personnel
Train to Requirements: Navy Medicine aligns and trains its military, civilian and contract partners to support the Navy's mission	<ul style="list-style-type: none"> All Navy Medicine billets and positions are aligned with the Navy's mission. Navy Medical Department training is aligned with the Navy's mission and optimization of health



The Health Benefit

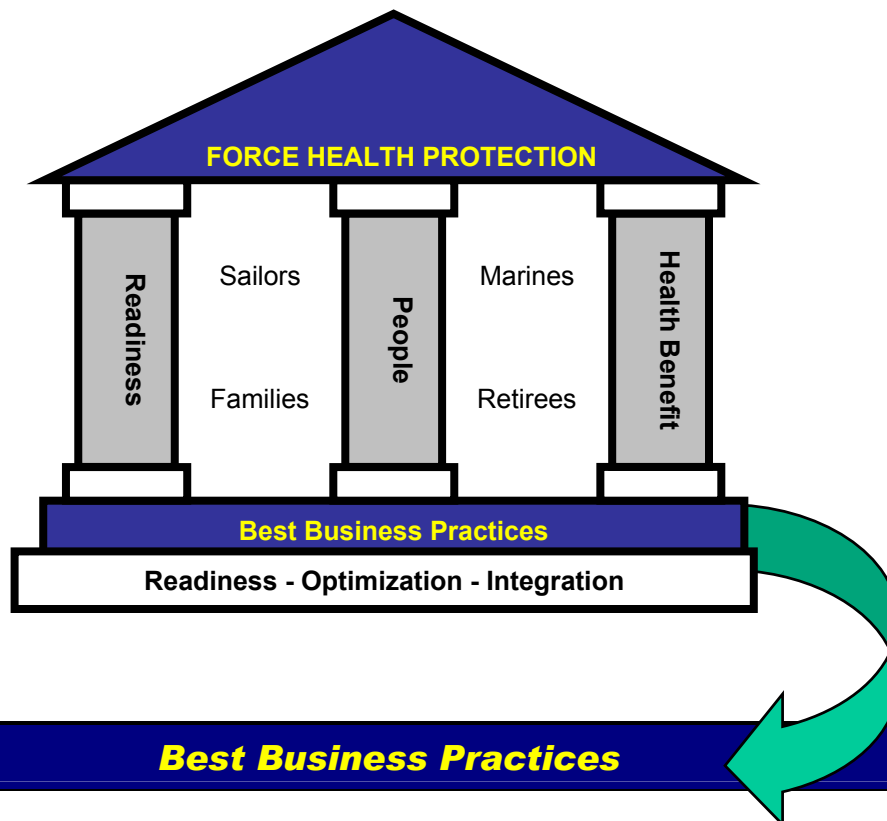
The complementary partner to Navy Medicine's readiness mission is the health benefit mission. As we approach the 21st Century, fundamental changes continue to occur in the way health services are organized, delivered, and paid for, in both civilian and military sectors. Today, all health plans and providers are competing on the traditional bases of access, quality and cost. An intrinsic element that distinguishes the truly outstanding programs from the rest is the level of health outcomes the system achieves for its beneficiaries. Thus, just as health and fitness are critical barometers of the readiness of our Navy-Marine Corps forces, so too is the health and fitness of our extended military family. This family includes the spouses and children of our active members, and our retirees, their family members or survivors – their health is a critical barometer of the performance of our health system.

The TRICARE Prime Program enables us to focus on managing the health of a defined population of enrollees and, to the degree possible, to provide preventive services rather than simply intervene when disease or injury occurs. Assignment of our TRICARE Prime enrollees to Primary Care Managers, through whom access is guaranteed within specific time and distance standards, fosters continuity of care while eliminating the uncertainty of space available care with an unknown provider. Our patients now have a choice. If Navy Medicine is to be the provider "of choice" for our military family, our performance in achieving high quality outcomes in health status, access, customer satisfaction, and low cost must be superior. It is within this framework that the Health Benefit Goals and Objectives have been created.

Health is a precious asset. Our responsibility is to enhance and maintain the health of our beneficiaries. Prevention is so much better than intervention, early diagnosis superior to late recognition of a curable disorder no matter how good the treatment. We must consider the wellness of our population to be the most important asset we have – one that is free but easily squandered, never to be recovered.

Goals	Objectives
Communicate the benefit and educate our customers	<ul style="list-style-type: none"> Inform customers: beneficiaries will be knowledgeable about and confident in their health benefits. Inform staff: Navy Medical Department staff will be knowledgeable emissaries for TRICARE and other DOD health services. Prepared leadership: medical leadership will communicate information about current issues to their beneficiaries, staff and line organizations. Informed leaders: military and civilian leadership will be knowledgeable about the health benefit and the readiness mission of the Navy Medical Department.

Provide quality preventive and restorative services	<ul style="list-style-type: none"> • Quality: beneficiaries will receive the highest quality health services. • Health focus: beneficiaries will receive services that are focused on improving health and avoiding illness. • Access: beneficiaries will have timely access to services, assistance, and information.
Identify and implement clinical business strategies	<ul style="list-style-type: none"> • Utilization and risk management: we will maintain comprehensive utilization management and risk management programs. • System wide practice guidelines: selected clinical practice guidelines will be universally implemented throughout Navy Medical Department facilities and adapted to local requirements. • Professional network: we will maintain a professional communication system to share experience, information and ideas. • We will simplify the delivery of the health benefit.



Best Business Practices

Best Practice: A practice that has been shown to produce superior results; selected by a systematic process; judged as exemplary, good, or successfully demonstrated; and adapted to fit a particular organization.

We in Navy Medicine must carry out our mission as a business, recognizing the readiness, social, personal, professional and economic impacts of our decisions. This goal group demonstrates clearly our commitment to achieving best value in all that we do as we apply our resources, capabilities, skills and technology in striving to attain benchmark status.

A key to both our near and long-term success is the employment of sound business practices throughout Navy Medicine. The practices should focus on a desired end state, outcome, result or product that allows us to realize our vision of "Superior readiness through excellence in health care services." These practices affect the entire spectrum of our activities - clinical care, forward-deployed medical care, education and training, research and development, finance, logistics, information management, facilities maintenance and administration. It is through this exemplar of Best Business Practices that Navy Medicine fulfills its accountability for stewardship to those entrusted to our care and to the American people.

Goals	Objectives
Identify and be the benchmark for sound business practices	<ul style="list-style-type: none"> Navy Medicine's consistent, complete, relevant, timely and reliable cost and workload data will be the benchmark for the MHS. Best business practices will result in best value, indicated by increased market share, reduced cost, reduced cycle time, improved quality, increased productivity, and/or return on investment. Best business practices will be rapidly implemented throughout Navy Medicine through a standard process. Pursue integration and collaboration with analysis to ensure positive contribution to Navy's mission and Force Health Protection
Identify, acquire and integrate technologies that have the greatest benefit	<ul style="list-style-type: none"> New technologies will be integrated within Navy Medicine through a standard process that evaluates their contribution to readiness, quality, access, interoperability, costs, and customer expectations New technologies selected for integration in Navy Medicine are acquired and delivered according to plan. We will "web-ify" Navy Medicine to improve health and business practices.